



**You have downloaded a document from  
RE-BUS  
repository of the University of Silesia in Katowice**

**Title:** Possession and subordination to power in professional relations vs power in close sexual relations

**Author:** Eugenia Mandal, Dagna Joanna Kocur

**Citation style:** Mandal Eugenia, Kocur Dagna Joanna. (2019). Possession and subordination to power in professional relations vs power in close sexual relations. "Polish Psychological Bulletin" Vol. 50, no 4 (2019), s. 326-333, doi 10.24425/ppb.2019.131005



Uznanie autorstwa - Użycie niekomercyjne - Bez utworów zależnych Polska - Licencja ta zezwala na rozpowszechnianie, przedstawianie i wykonywanie utworu jedynie w celach niekomercyjnych oraz pod warunkiem zachowania go w oryginalnej postaci (nie tworzenia utworów zależnych).



UNIwersYTET ŚLĄSKI  
W KATOWICACH



Biblioteka  
Uniwersytetu Śląskiego



Ministerstwo Nauki  
i Szkolnictwa Wyższego

## Original Papers

*Polish Psychological Bulletin*

2019, vol. 50(4) 326–333

DOI - 10.24425/ppb.2019.131005

*Eugenia Mandal\***Dagna Joanna Kocur\**

### Possession and Subordination to Power in Professional Relations vs Power in Close Sexual Relations

**Abstract:** The aim of the paper was to analyse relations between power in professional work and in close sexual relationships. Power in professional work was analysed with respect to the managerial position, the number of subordinates and salary. Power in close sexual relationships was determined on the basis of a sense of reinforcement of power as a sexual motivation, a propensity for sexual domination, the sense of power in relations with a partner in a close relationship, sexual assertiveness, realization of one's own sexual phantasies and inclination to initiate sexual activity. The research was carried out on a group of 205 participants in which 100 of respondents occupied managerial positions at work and 105 were subordinates. The following tools were used: the Sense of Power Scale (Anderson, John, & Keltner, 2012), the Multidimensional Sexuality Questionnaire (Snell, Fisher, & Walters, 1993), the AMORE scale (Hill & Preston, 1996), the Need for Power and Influence Questionnaire (Bennett, 1988) and a data sheet. The results showed that power in the workplace was correlated a more frequent initiation of sexual activity, greater assertiveness in sexual matters, more frequent realisation of one's own phantasies and an increased propensity for sexual domination.

**Keywords:** Power, Sexuality, need for power, sense of power, sexual domination

#### Introduction

The sense of power leads to a number of consequences both positive ones, such as high self-esteem, optimism, increased inclination for artistic and abstract thinking or better mood (Keltner, Gruenfeld, & Anderson, 2003; Anderson & Galinsky, 2006; Wojciszke & Strużyńska-Kujałowicz, 2007; Mandal, 2008), and negative ones, including moral disinhibition, stereotypical perception of subordinates, inclination for risky behaviours (Anderson & Galinsky, 2006; Goodwin et al., 2000; Grant & Keohane, 2005). These consequences manifest themselves in cognitive (Fiske, 1993), emotional (Tiedens, 2001) and behavioural areas (Keltner, Gruenfeld, & Anderson, 2003; Galinsky, Gruenfeld, & Magee, 2003). Power does not only refer to having an objectively high social position, control over multiple and valuable resources or performing a managerial role at work; it also includes a subjective sense of power, which affects individual well-being and behaviour (Anderson, John, & Keltner, 2012).

Power is not only characteristic of politics or the professional sphere; it is also present and plays an important

role in close interpersonal relationships in a family or a group of colleagues (Cromwell & Olsen, 1975). Power relations have an impact on material matters in the family, its standards as well as satisfaction of the family members. Power in a romantic relationship is also reflected in the sphere of sexual contacts between the partners (Mandal, 2008).

Results of various research studies provided convincing evidence of a considerable effect of power on various areas of life, including sexual life (Pryor, LaVite, & Stoller, 1993; Bugental et al., 1997). In the majority of cases, the research showed adverse phenomena, such as a propensity for sexual abuse being a consequence of having power. The correlation between power and various aspects of power in close relationships does not seem to be unequivocally adverse. Having power may also have positive consequences, such as increased self-esteem, better mood or the ability to act (Galinsky, Gruenfeld, & Magee, 2003; Wojciszke & Strużyńska-Kujałowicz, 2007). Higher self-esteem, positive mood or a propensity to act may have influence on the quality and intensity of the individual's sexual life.

\* Uniwersytet Śląski, Instytut Psychologii

The research by Joel Bennett (1988) showed that individuals differ in a need for power (nPower). Besides, they also differ in a need for influence (nInfluence). Individuals who are motivated by power want a position in which they can use power for their own purposes, e.g. to get satisfaction from relationships with individuals depending upon them. On the other hand, individuals motivated by a need for influence wish to have influence on events and other people. Those who have a strong need for influence may also have a strong need for power. Instead, however, they may be satisfied by having influence other than exerting pressure, coercion or order. A need for power and a need for influence are therefore different notions which are not always correlated (Bennett, 1988).

Research on individuals with high nPower emphasised their increased propensity to abuse others (McClelland, 1975); the inclination to accept sexual abuse and rape in the case of men (Anderson, Cooper, & Okamura, 1997); more frequent sexual abuse of women (Pryor, 1987); in a group discussion, a propensity to diminish the influence of others in order to weaken the group's decisive power (Fodor & Smith, 1982), and also a propensity to underestimate the value of subordinates and their work, and keep their distance (Kipnis, 2001).

An personal sense of power is defined as a perception of one's own ability to have influence on another person or other people. It is important to observe that in this case power is interpreted as an ability to influence other people. An personal sense of power may differ significantly depending on a relationship. Some research showed that the personal sense of power in relationships with a friend was higher in comparison to the relationship with a parent. Subsequent analyzes indicated that the personal sense of power is characterized by a certain correspondence between different relations, but is strongly conditioned specifically for each interpersonal relationship (Anderson, John, & Keltner, 2012).

Some research shows that an personal sense of power affects thoughts, feelings and actions of the individual. It may differ from the actual social position and objective power. It is usually linked with the control over resources, social status, and authority or status as perceived by others (Anderson & Galinsky, 2006; Anderson, John, & Keltner, 2012). Individual perception of the actual power may have influence on other people regardless of their rank in the social structure. For example, individuals who perceive themselves as having power, behave more effectively, and in this way increase their actual power (Mowday, 1978; Bandura, 1999; Bugental & Lewis, 1999; Anderson, John, & Keltner, 2012).

### Aim of the Study

Research conducted so far shows that the effects of power also concern cognitive, emotional and behavioural spheres of an individual's life. However, it does not provide exhaustive data on the interdependence between power in professional sphere and power in close sexual relationships. The aim of the paper is to investigate the relation between the power in the professional organisation

(role, number of subordinates, salary), and a sense or need for power and influence in close sexual relationships. It has been suggested that individuals with powerful managerial positions in the professional sphere will differ from those who have no power at work in the area of their sexuality.

## Method

### Participants and Procedure

The group comprised 205 participants (107 women and 98 men). Our research plans included conducting a survey in a group of 100 persons holding managerial positions and a group of 100 persons that do not have power in the workplace. Finally, the research was conducted in the group of 102 persons holding managerial positions and the group of 108 persons holding subordinate positions in the workplace. The results of 5 participants (2 managers and 3 subordinates) were not taken into consideration due to incompletely filled-in questionnaires.

The average age was 42.14 years ( $SD = 11.73$ ). The survey covered 100 individuals with managerial positions and 105 subordinates. The income data were obtained from 163 participants. The majority of the participants (65%;  $n = 134$ ) had university background; 53 individuals (26%) had secondary school education, 18 participants had vocational education (9%). The largest group of participants were residents of cities with 10–500 thousand inhabitants (41%;  $n = 84$ ), 53 individuals were residents of towns with the population between 10 and 100 thousand (26%), 32 participants lived in cities with over 500 thousand inhabitants (15%), 24 participants lived in the country (12%), and 12 participants lived in towns with the population under 10 thousand (6%).

The research was carried out among employees of selected corporations, firms, factories and organisations situated in the Silesian and Mazovian Provinces in Poland. Participation in the research was voluntary and fully anonymous.

### Instruments

1. **The Index of Personal Reactions** (Bennett, 1988; the authors' translation). It is a tool developed to examine a need for power and a need for influence as personality traits. The tool consists of 4 scales: the Ability to Have Influence and Power Scale, the Need for Power Scale, the Need for Influence Scale and the Objection to Subordination Scale. Reliability of the scales in this research ranges from  $\alpha = .68$  to  $\alpha = .91$ .
2. **The Personal Sense of Power** (Anderson, John, & Keltner, 2012; Polish version: Mandal & Kocur, 2015) is intended to examine a personal sense of power. It consists of two parts. First, the participant selects the area (relationship) which the research concerns. concerns, e.g.: In my relationships with others (partner, parent, etc.). After the relationship type has been determined, the participant provides his/her opinion on 8 statements concerning different manifestations of power (e.g.: I can make them hear what I have to say). Reliability of the tool in this research was from  $\alpha = .77$ .

3. **The Affective and Motivational Orientation Related to Erotic Arousal Questionnaire (AMORE;** Hill & Preston, 1996; Polish version: Kocur, 2019) The questionnaire is used to measure different motives for engaging in sexual activity. It consists of 8 scales: Experiencing the Power of the Partner, Acknowledgement of the Partner's Value, Stress Alleviation, Procreation, Reinforcement of the Sense of Power, Sense of Being Appreciated by the Partner, Showing Care, and Pleasure. In the analysis, the Reinforcement of the Sense of Power Scale was employed. Reliability of the method varies depending on the questionnaire from  $\alpha = .72$  to  $\alpha = .94$ .
4. **The Multidimensional Sexuality Questionnaire** (Snell, Fisher, & Walters, 1993; Polish version: Janda, 2003). The tool consists of the following 7 scales: Internal Sexuality Control, External Sexuality Control, Fear of Sex, Fear of Sexual Relationships, Sexual Satisfaction and Sexual Assertiveness. Reliability of the tool in this research ranged from  $\alpha = .65$ .
5. **The Sexuality questionnaire** (the authors' method). It is used to analyse the selected elements of sexuality: inclination towards initiation of sexual activity, inclination towards sexual domination and realization of one's own sexual phantasies.
6. **The Data sheet** (the authors' method). It consists of 2 parts. The first part of the data sheet consists of questions concerning socio-demographic characteristics of the individuals participating in the study and their power within the corporate organisation (role, number of subordinates and salary).

### Power at Work

In this research, power in the performance of professional duties was analysed with respect to the role, number of subordinates and level of salary (data sheet). The subject to analysis was also a sense of professional relationships (the Sense of Power Scale) as well as a need for power (the Need for Power and Need for Influence Questionnaires).

### Power in Sexual Relationships

In this questionnaire, power in close sexual relationships was analysed on the basis of the following variables:

reinforcement of the sense of power as sexual motivation (the AMORE questionnaire), a propensity for sexual domination (the Sexuality Questionnaire), a sense of power in relations with the partner in a close relationship (the Sense of Power Scale), assertiveness (the Multidimensional Sexuality Test), fulfilment of one's sexual phantasies (the Sexuality Questionnaire), a propensity to initiate sexual activity (the Sexuality Questionnaire).

## Results

The hypothesis concerning the connection between the power in a professional organisation and the power in a sexual relationship was confirmed. A multidimensional analysis of variations, which included variables representing the sense of power in sexual relationships, showed a statistically significant principal effect of power in an organisation, Wilks'  $\lambda = 0.91$ ;  $F(6, 198) = 3.36$ ;  $p < .01$ ;  $\eta_p^2 = .09$ .

Several differences were observed between individuals with managerial positions at work and subordinates. Superiors were more assertive in comparison to subordinates ( $p = .02$ ), and had great inclination for sexual domination ( $p < .01$ ). Superiors were also more inclined to initiate sexual activity ( $p = .02$ ) and more often fulfilled their sexual phantasies ( $p < .01$ ). At the level of statistical trend, superiors scored higher with respect to a sense of power in relations with the partner in a close relationship in comparison to individuals who did not hold managerial positions ( $p = .08$ ) (table 1).

A positive correlation between salary and the inclination towards sexual domination ( $r = .200$ ;  $p = .01$ ), a sense of power in relation with the partner ( $r = .170$ ;  $p = .01$ ), sexual assertiveness ( $r = .173$ ;  $p = .01$ ), fulfilment of one's sexual phantasies ( $r = .144$ ;  $p = .03$ ), and a propensity to initiate sexual activity ( $r = .129$ ;  $p < .05$ ) were observed. The number of subordinates was correlated with a sense of power in relations with the partner in a close relationship ( $r = .235$ ;  $p = .01$ ). At the statistical trend level, it correlated with a propensity for sexual domination ( $r = .162$ ;  $p = .05$ ) and inclination to initiate sexual activity ( $r = .154$ ;  $p = .06$ ) (table 2).

A sense of power in the professional sphere had positive correlations with all the variables describing a sense of power in the sexual sphere. The strongest correlation was observed between a sense of power in

**Table 1. A role in the corporate settings and a sense of power in sexual relationships**

	Superiors ( <i>n</i> = 100)		Subordinates ( <i>n</i> = 105)		<i>z</i>	<i>p</i>	<i>r</i> *
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>			
Strengthening of the sense of power	2.39	.86	2.33	.87	-.54	.30	.04
Inclination for sexual domination	2.21	.74	1.94	.77	-2.33	< .01	.16
Sense of power in relations with the partner	41.90	6.32	40.14	7.29	-1.43	.08	.10
Sexual assertiveness	22.99	4.40	21.69	4.49	-2.13	.02	.15
Fulfilment of one's sexual phantasies	3.22	.79	2.80	1.02	-2.71	< .01	.19
Inclination to initiate sexual activity	3.24	.88	2.97	.96	-2.01	.02	.14

Note. The value of *p* for the unilateral test; \* Estimator of the effect size proposed by V. Glass.



**Table 2. Income and a number of subordinates in the workplace and a sense of power in sexual relations**

	Number of subordinates ( <i>n</i> = 100)		Income ( <i>n</i> = 168)	
	<i>r</i>	<i>p</i>	<i>r</i>	<i>p</i>
Strengthening of the sense of power	.115	.13	.085	.14
Inclination for sexual domination	.162	.05	.200	.01
Sense of power in relations with the partner	.235	.01	.170	.01
Sexual assertiveness	.091	.19	.173	.01
Fulfilment of one's sexual phantasies	.039	.35	.144	.03
Inclination to initiate sexual activity	.154	.06	.129	.05

Note. The value of *p* for the unilateral test.

relations with colleagues and a sense of power in relations with the partner ( $r = .458$ ;  $p < .01$ ), and fulfilment of one's sexual phantasies ( $r = .326$ ;  $p < .01$ ). A sense of power in relations with the superior in the workplace was closely correlated with a sense of power in relations with the partner ( $r = .315$ ;  $p < .01$ ), and inclinations for sexual domination ( $r = .242$ ;  $p < .01$ ) (table 3).

Positive correlations were observed between the ability to influence and have power, need for power, need for influence and disapproval of one's subordinate position, and the variables characterising a sense power in sexual

life. A sense of ability to have influence and power was strongly correlated with a sense of power in relations with the partner in a close relationship ( $r = .331$ ;  $p < .01$ ). The strongest correlation was observed between a need for power and the strengthening of the power as sexual motivation ( $r = .280$ ;  $p < .01$ ). The closest relationship observed was between a need for influence and the strengthening of the sense of power as a sexual motivation ( $r = .337$ ;  $p < .01$ ), and the fulfilment of one's sexual phantasies ( $r = .206$ ;  $p < .01$ ) (table 4).

**Table 3. A sense of power in the workplace and a sense of power in sexual relationships**

	Sense of power in relations with colleagues		Sense of power in relations with the superior	
	<i>r</i>	<i>p</i>	<i>r</i>	<i>p</i>
Strengthening of the sense of power	.122	.04	.137	.03
Inclination for sexual domination	.261	< .01	.242	< .01
Sense of power in relationships with the partner	.458	< .01	.315	< .01
Sexual assertiveness	.250	< .01	.237	< .01
Fulfilment of one's sexual phantasies	.326	< .01	.240	< .01
Inclination to initiate sexual activity	.141	.02	.137	.03

Note. The value of *p* for the unilateral test.

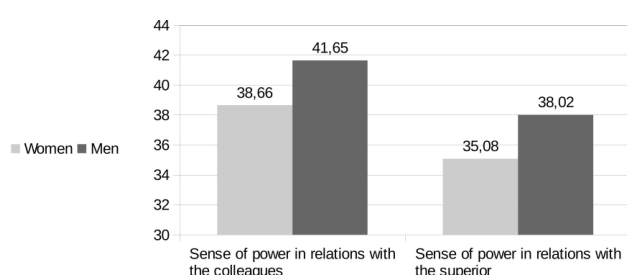
**Table 4. A need for power and influence, and a sense of power in sexual relationships**

	Ability to have influence and power		Need for Power		Need for influence		Resistance to subordination	
	<i>r</i>	<i>p</i>	<i>r</i>	<i>p</i>	<i>r</i>	<i>p</i>	<i>r</i>	<i>p</i>
Strengthening of the sense of power	.242	< .01	.280	< .01	.337	< .01	.141	.02
Inclination for sexual domination	.249	< .01	.255	< .01	.165	.01	.135	.03
Sense of power in relationships with the partner	.331	< .01	.224	< .01	.272	< .01	.089	.10
Sexual assertiveness	.279	< .01	.226	< .01	.183	.01	.080	.13
Fulfilment of one's sexual phantasies	.300	< .01	.241	< .01	.322	< .01	.206	< .01
Inclination to initiate sexual activity	.205	< .01	.105	.07	.083	.12	.072	.15

Note. The value of *p* for the unilateral test.

Significantly more men ( $n = 63$ ; 63%) occupied managerial positions in comparison to women ( $n = 37$ ; 37%),  $z = 4.25$ ;  $p < .01$ . On average, men ( $M = 40$ ) had more subordinates than women ( $M = 9$ ),  $z = -3.63$ ;  $p < .01$ . They also earned per month ( $M = \text{PLN } 7033$ ) more than women ( $M = \text{PLN } 3787$ ),  $z = -3.27$ ;  $p < .01$ . What is more, women with managerial positions earned significantly less ( $M = \text{PLN } 5045$ ) than men ( $M = \text{PLN } 8610$ ) performing the same roles,  $z = 4.68$ ;  $p < .01$ . Male respondents had a greater sense of power in relationships with their colleagues than women did,  $z = -3.43$ ;  $p < .01$ . They also had a stronger sense of power in relations with superiors than women,  $z = -2.84$ ;  $p < .01$  (Figure 1).

**Figure 1. A sense of power in professional life in men and women**



In comparison to women, men were more often driven by the urge to reinforce their sense of power as a sexual motive ( $p = .01$ ); they had stronger inclination for sexual domination ( $p < .01$ ), displayed greater sexual assertiveness ( $p < .01$ ), more often fulfilled their sexual phantasies ( $p < .01$ ), and more often initiated sexual activity ( $p < .01$ ) (table 5).

Results of multiple regression analyses for variables describing the sense of power in the sexual sphere showed the importance of gender and a need for power. In the case of sexual domination, reinforcement of the sense of power, sexual motivation, fulfilment of individual phantasies, gender and a need for power were used as predictors. In the case of a sense of power in relations with the partner in a close relationship, only a need for power was a relevant predictor.

Relevant predictors of sexual assertiveness were gender, a need for power and a number of subordinates. Gender was a relevant predictor of the initiation of sexual activity.

## Discussion

Relations between power at work and a sense of power in sexual relationships proved to be statistically significant. Superiors were more assertive in sexual relations, displayed a stronger propensity for sexual domination and initiation of sexual activity, and more frequently fulfilled their sexual phantasies. The above-mentioned elements of sexuality may be understood as sexual domination and expansiveness. The results are consistent with the theories concerning consequences of having power at emotional, behavioural, social and cognitive levels (Fiske, 1993; Galinsky, Gruenfeld, & Magee, 2003; Wojciszke & Strużyńska-Kujałowicz, 2007; Magee & Galinsky, 2008). Power also affects the sexual sphere. Among others, it derives from the activation of the behavioural system (Behavioural Activation System, BAS) (Keltner, Gruenfeld, & Anderson, 2003). Additionally, the mechanism from power to action, i.e. active orientation towards action, has an increasing effect on broadly understood sexual expansiveness. The research showed that this mechanism contributes to a number of active and offensive behaviours of people having power (Galinsky, Gruenfeld, & Magee, 2003; Mandal, 2008), in the sexual sphere as well.

An important mechanism of changes in the sexuality of people who have power may be increased self-esteem. It is one of the effects of power. According to the research, individuals who have higher self-esteem are happier, more satisfied, display a more optimistic attitude towards the world; they are also more cheerful, enthusiastic, satisfied and even loving (Wojciszke & Strużyńska-Kujałowicz, 2007). These consequences of power are clearly reflected in the results obtained in the tests conducted among superiors with respect to stronger sexual assertiveness, more frequent fulfilment of one's own sexual phantasies, and a greater propensity to initiate sexual activity.

A positive correlation was observed between salary and sexual motivation linked to the reinforcement of

**Table 5. A comparison of men and women with respect to a sense of power in sexual relationships**

	Women ( $n = 107$ )		Men ( $n = 98$ )		$z$	$p$	$r^*$
	$M$	$SD$	$M$	$SD$			
Strengthening of the sense of power	2.21	.75	2.52	.95	-2.35	.01	-.16
Inclination for sexual domination	1.81	.74	2.36	.69	-5.86	< .01	-.41
Sense of power in relationships with the partner	40.55	6.93	41.49	6.82	-0.65	.26	-.05
Sexual assertiveness	21.32	4.28	23.42	4.46	-2.97	< .01	-.21
Fulfilment of one's sexual phantasies	2.80	1.07	3.22	0.71	-2.62	< .01	-.18
Inclination to initiate sexual activity	2.76	.83	3.48	0.88	-4.75	< .01	-.33

Note. The value of  $p$  for the unilateral test; \* Estimator of the effect size as proposed by V. Glass.

**Table 6. Multiple regression for variables characterising a sense of power in sexual relationships – the following predictors were analysed: gender, a current role at work, a number of subordinates and a need for power**

Predictors	<i>b</i> *	<i>t</i>	<i>F</i>	<i>df</i>	<i>R</i> <sup>2</sup>
<b>Sexual domination</b>					
Gender	–.34	–4.92***	10.39***	4. 20	.16
Role at work	–.04	–.561			
Number of subordinates	–.10	–1.420			
Need for power	.19	2.79**			
<b>Reinforcement of the sense of power as a sexual motivation</b>					
Gender	–.18	–2.57*	8.59***	4. 20	.13
Role at work	.11	1.52			
Number of subordinates	–.08	–1.19			
Need for power	.35	5.02***			
<b>Sense of power in relations with the partner</b>					
Gender	–.02	–0.33	3.33*	4. 20	.04
Role at work	–.06	–0.73			
Number of subordinates	–.03	–0.39			
Need for power	.22	3.08**			
<b>Sexual assertiveness</b>					
Gender	–.22	–3.15**	6.14***	4. 20	.09
Role at work	–.07	–.91			
Number of subordinates	–.16	–2.20*			
Need for power	.17	2.43*			
<b>Fulfilment of one's sexual phantasies</b>					
Gender	–.17	–2.42*	5.74***	4. 20	.09
Role at work	–.14	–1.82			
Number of subordinates	–.05	–.76			
Need for power	.16	2.24*			
<b>Initiation of sexual activity</b>					
Gender	–.39	–5.62***	9.27***	4. 20	.14
Role at work	–.04	–.52			
Number of subordinates	–.05	–.67			
Need for power	.02	.25			

\*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$ .

a sense of power, sexual assertiveness, fulfilment of one's sexual phantasies and a propensity for sexual domination. The research showed that thoughts about money result in the intensification of causative traits. It is linked with greater emphasis on the independent self-construal, and the required intellectual traits and competence; a stronger propensity to dominate; and the presentation of the egoistic attitude. An increased causative orientation led to an increased sense of power (Vohs et al., 2006, 2008).

A sense of power in the professional sphere was positively correlated with all of the analysed variables concerning the sense of power in the sexual sphere with the strongest correlation observed in the sense of power in relations with the partner in a close relationship. The data are consistent with the correlations between power in professional relations and a sense power in sexual relations. Firstly, a sense of power is, to a certain extent, dependent on the actual power (Adler et al., 1994; Marmot, 2004;

Anderson, John, & Keltner, 2012). Secondly, a stronger sense of power (belief of the individual) may reinforce all consequences of having power. Thirdly, the sense of power in various relations is interrelated to a certain degree (Anderson, John, & Keltner, 2012).

In the current research, positive correlations between the need for power and the sense of power in sexual relations were observed. The results are consistent with earlier research, e.g. McClelland (1975) showed that a strong need for power related to a propensity to use others may be linked with the instrumental attitude to sex. The research by Anderson, Cooper and Okamura (1997) provided data showing that men with a strong need for power often accept sexual violence and rape. Additionally, men who have a strong need for power (*nPower*) and the sense of power in relations with women are usually inclined to display unacceptable behaviours, e.g. sexual abuse of women (Groth & Birnbaum, 1979; Pryor, 1987; Lisak & Roth, 1988). Here, the need for power is a factor determining the behaviour towards the sexual partner. In the research by Bennett (1988), a correlation was observed between a need for power, a need for influence and inclination to dominate. The results of this research show that it is also applicable to sexual domination.

As expected, gender had an impact on material matters related to the sense of having power in the professional sphere. A comparison of men and women with regard to the sense of power in a professional organisation showed that the sense of power and possibility of having effect as less effective in women than in men. Those results are consistent with the data concerning the sense of power in the professional sphere. Women occupy managerial positions less often, usually have fewer subordinates and earn less than men, so their sense of power is weaker. Research by Hilary Lips (1985), in which women and men were asked about the perception of their own power, showed that both men and women, although men scored higher, perceived men as individuals having power more often than women.

Women scored higher with respect to all sexual variables except for the sense of power in relations with the partner in a close relationship. It is the relevant result because the sense of power in relations with the partner is related to sexual satisfaction (Mandal & Kocur, 2015).

Women's propensity to link the sexual sphere with power may, among other things, be linked with their gender roles. In the Western culture, the female role in the sexual sphere is linked with little activity, the primary focus on the satisfaction of man's needs, and a more emotional attitude towards sex. Women are less inclined to dominate sexually or use sex to strengthen their sense of power. Women were also less assertive in sexual terms and less inclined to fulfil their sexual phantasies. Such results may result from gender and sexual role stereotypes. Even today, it is not acceptable for a woman to talk about her sexual desires and needs (Lips, 1991; Brannon, 2002; Mandal, 2000, 2008). In addition, it is likely that some women are not ready to refuse unwanted sexual intercourse due to a deeply rooted conviction regarding their sexual duties

(Lips, 1985; Brannon, 1999; Mandal, 2008; Krajewski, 2009). It may also have an adverse effect on women's sexual assertiveness.

The analysis of regressions for variables describing the sense of power in sexual relations showed a relation between the effect of gender and a need for power coupled, and relatively little power in the professional organisation (role and number of subordinates). The results confirm personality factors such as a sense of power and a need for power. Individuals who are characterised with a considerable need for power occupy managerial positions at work (Kocur & Mandal, 2018), and pursue power in the sexual sphere. It can be assumed that the very fact of holding a managerial position has an effect on one's need for power. Therefore, we have a question of how the need for power and the sense of power in the sexual sphere change with respect to the length of time of holding the managerial position.

The research by Eugenia Mandal (2007) showed that differences between men and women in the professional organisation are less significant than differences between superiors and subordinates. The research conducted in a large, professional organisation showed more differences between the groups of superiors and subordinates than between men and women. For example, female superiors were more masculine than their female subordinates, had a stronger internal sense of control, and a high level of social competence, especially in the sphere of assertiveness and social exposure. Such differences were not observed in the comparison of leadership roles performed by men and women. The results confirm the importance of a professional role, not gender differences. However, in the sphere of sexuality, the position at work seems to play an indirect role. Gender and a need for power in this case prove to be stronger predictors of the sense of power in sexual relationships.

The research provided information how individuals holding managerial positions function in the sexual sphere. Practical implications may concern such areas as couples' therapy, sexual counselling, professional counselling; they may also be used in the prevention of inappropriate behaviours in the workplace (including mobbing and sexual abuse). This knowledge may be used during the couples' therapy where one of the parties holds a managerial position, or both parties have considerable power in their professional lives. In such situations, attempts to take control in a close relationship may occur in the private as well as in the sexual life.

### Limitations of the Study

The research limitations are linked to a single-time measurement, whose specific nature fails to provide an answer to the question about the cause and effect. In the future, research involving the use of multiple measurements should be conducted, in which the first analysis would be carried out at the beginning of the professional career, and the second one after a promotion. An analysis of the change dynamics over time and in the context of obtaining more power in the professional sphere would offer a wholistic perspective on the phenomenon.



## References

- Adler, N. E., Boyce, T., Chesney, M. A., Cohen, S., Folkman, S., Kanh, R. L., & Syme, S. L. (1994). Socioeconomic status and health: The challenge of the gradient. *American Psychologist*, 49, 15–24. doi: 10.1037/0003-066X.49.1.15
- Anderson, C., & Galinsky, A. D. (2006). Power, optimism, and risk-taking. *European Journal of Social Psychology*, 36, 511–536. doi: 10.1002/ejsp.324
- Anderson, C., John, O. P., & Keltner, D. (2012). The Personal Sense of Power. *Journal of Personality*, 80, 313–344. doi: 10.1111/j.1467-6494.2011.00734.x
- Anderson, K. B., Cooper, H., & Okamura, L. (1997). Individual Differences and Attitudes Toward Rape: A Meta-Analytic Review. *Personality and Social Psychology Bulletin*, 23, 295–315. doi: 10.1177/0146167297233008
- Bandura, A. (1999). Social cognitive theory of personality. In L. A. Pervin & O. P. John (Eds.), *Handbook of Personality: Theory and Research* (pp. 154–196). New York: Guilford Press.
- Bennett, J. B. (1988). Power and influence as distinct personality traits: Development and validation of a psychometric measure. *Journal of Research in Personality*, 22, 361–394. doi: 10.1016/0092-6566(88)90036-0
- Brannon, L. (1999). *Gender: Psychological Perspectives*. Routledge.
- Bugental, D. B., Krantz, J., Lyon, J. E., & Cortez, V. (1997). Who's the boss? Differential accessibility of dominance ideation in parent-child relationships. *Journal of Personality and Social Psychology*, 72, 1297–1309.
- Bugental, D. B., & Lewis, J. C. (1999). The Paradoxical Misuse of Power by Those Who See Themselves as Powerless: How Does It Happen? *Journal of Social Issues*, 55, 51–64. doi: 10.1111/0022-4537.00104
- Cromwell, R. E., & Olsen, D. H. (1975). *Power in Families*. San Francisco: Sage/Wiley.
- Fiske, S. T. (1993). Controlling other people. The impact of power on stereotyping. *American Psychologist*, 48, 621–628. doi: 10.1037/0003-066X.48.6.621
- Fodor, E. M., & Smith, T. (1982). The Power Motive as Influence on Group Decision Making. *Journal of Personality and Social Psychology*, 42, 178–185. doi: 10.1037/0022-3514.42.1.178
- Galinsky, A. D., Gruenfeld, D. H., & Magee, J. C. (2003). From power to action. *Journal of Personality and Social Psychology*, 85, 453–466. doi: 10.1037/0022-3514.85.3.453
- Gąsiorowska, A. (2014). *Psychologiczne znaczenie pieniędzy. Dlaczego pieniądze wywołują koncentrację na sobie* [Psychological meaning of money. Why money leads to self-focus?]. Warszawa: Wydawnictwo Naukowe PWN.
- Goodwin, S. A., Gubin, A. F., Susan, T., & Yzerbyt, V. Y. (2000). Power Can Bias Impression Processes: Stereotyping Subordinates by Default and by Design. *Group Processes and Intergroup Relations*, 3, 227–256. doi: 10.1177/136843020003003001
- Grant, R. W., & Keohane, R. O. (2005). Accountability and Abuses of Power in World Politics. *American Political Science Review*, 99, 29–43. doi: 10.1017/S0003055405051476
- Groth, A. N., & Birnbaum, H. J. (1979). *Men Who Rape: the Psychology of the Offender*. New York: Plenum Press.
- Hill, C. A., & Preston, L. K. (1996). Individual Differences in the Experience of Sexual Motivation: Theory and Measurement of Dispositional Sexual Motives. *Journal of Sex Research*, 33, 27–45. doi: 10.1080/00224499609551812
- Janda, L. H. (1998). *Love and Sex Tests: 24 Revealing Love, Sex and Relationship Tests Developed by Psychologists*. Adams Media Corp.
- Keltner, D., Gruenfeld, D. H., & Anderson, C. (2003). Power, approach, and inhibition. *Psychological Review*, 110, 265–284.
- Kipnis, D. (2001). Using power: Newton's second law. In A. Y. Lee-Chai, J. A. Bargh, & A. Aronson (Eds.), *The Use and Abuse of Power: Multiple Perspectives on the Causes of Corruption*. New York: Psychological Press.
- Kocur, D. (2019). Polska wersja Skali AMORE służącej do badania motywacji seksualnych. [Polish Version Of The Amore Scale For Studying Sexual Motivation]. *Czasopismo Psychologiczne* [Psychological Journal], 25(1), 79–93.
- Kocur, D., & Mandal, E. (2018). The need for power, need for influence, sense of power, and directiveness in female and male superiors and subordinates. *Current Issues in Personality Psychology*, 6(1), 47–56. doi: 10.5114/cipp.2018.72200
- Krajewski, R. (2009). *Prawa i obowiązki seksualne małżonków: Studium prawne nad normą i patologią zachowań* [Sexual rights and obligations of spouses: Legal study on the norm and pathology of behavior]. Warszawa: Oficyna a Wolters Kluwer business.
- Lips, H. M. (1985). Gender and the sense of power: Where are we and where are we going?. *International Journal of Women's Studies*, 8, 483–489.
- Lips, H. M. (1991). *Women, Men, and Power*. London–Toronto, Mountain View, CA: Mayfield Publishing Company.
- Lisak, D., & Roth, S. (1988). Motivational factors in nonincarcerated sexually aggressive men. *Journal of Personality and Social Psychology*, 55, 795–802.
- Magee, J. C., & Galinsky, A. D. (2008). 8 Social Hierarchy: The Self-Reinforcing Nature of Power and Status. *The Academy of Management Annals*, 2, 351–398. doi: 10.1080/19416520802211628
- Mandal, E. (2000). *Podmiotowe i interpersonalne konsekwencje stereotypów związanych z płcią* [The subjective and interpersonal consequences of gender stereotypes]. Katowice: Wydawnictwo Uniwersytetu Śląskiego.
- Mandal, E. (2007). Kobiety i mężczyźni a władza w organizacji. [Women and men and power within an organization]. *Kolokwia Psychologiczne* [Psychological Colloquia], 7, 153–174.
- Mandal, E. (2008). *Miłość, władza i manipulacja w bliskich związkach* [Love, power and manipulation in close relationships]. Warszawa: Wydawnictwo Naukowe PWN.
- Mandal, E., & Kocur, D. (2015). Poczucie władzy a poczucie satysfakcji seksualnej w intymnych relacjach [Sense of power and sexual satisfaction in intimate relationships]. *Seksuologia Polska*, 13, 1–7.
- Marmot, M. (2004). *The Status Syndrome: How Social Standing Affects Our Health and Longevity*. New York: Holt.
- McClelland, D. C. (1975). *Power: The Inner Experience*. New York: Irvington.
- Mowday, R. T. (1978). The Exercise of Upward Influence in Organizations. *Administrative Science Quarterly*, 23, 137–156. doi: 10.2307/2392437
- Pryor, J. B. (1987). Sexual harassment: Proclivities in men. *Sex Roles*, 17, 269–290. doi: 10.1007/BF00288453
- Pryor, J. B., LaVite, Ch. M., & Stoller, L. M. (1993). A Social Psychological Analysis of Sexual Harassment: The Person/Situation Interaction. *Journal of Vocational Behavior*, 42, Special issue: *Sexual Harassment in the Workplace*, 68–83. doi: 10.1006/jvbe.1993.1005
- Snell, W. E., Fisher, T. D., & Walters, A. S. (1993). The Multidimensional Sexuality Questionnaire: An Objective Self-Report Measure of Psychological Tendencies Associated with Human Sexuality. *Annals of Sex Research*, 6, 27–55. doi: 10.1007/BF00849744
- Tiedens, L. Z. (2001). Anger and advancement versus sadness and subjugation: the effect of negative emotion expressions on social status conferral. *Journal of Personality and Social Psychology*, 80, 1, 86–94. doi: 10.1037/0022-3514.80.1.86
- Vohs, K. D., Mead, N. L., & Goode, M. R. (2006). The Psychological Consequences of Money. *Science*, 314, 1154–1156. doi: 10.1126/science.1132491
- Vohs, K. D., Mead, N. L., & Goode, M. R. (2008). Merely Activating the Concept of Money Changes Personal and Interpersonal Behavior. *Current Directions in Psychological Science*, 17(3), 208–212. doi: 10.1111/j.1467-8721.2008.00576.x
- Wojciszke, B., & Strużyńska-Kujalowicz, A. (2007). Power Influences Self-Esteem. *Social Cognition*, 25, 472–494. doi: 10.1521/soco.2007.25.4.472